15 Jan 98

MEMORANDUM

From: Chairman, Naval Aviation Technical Training Executive Steering Committee (NATTESC)
To: NATTESC Principals

Subj: Naval Aviation TECHNICAL TRAINING STRATEGIC PLAN

Encl: (1) Naval Aviation Technical Training Strategic Plan "VISION-2010"

1.   Improving upon our 1995 Strategic Plan has been an intensive but rewarding process and I believe the product, a continued shared ownership in planning the obligation to our future technical training organization, will prove essential to the well-being of the aviation community. As reiterated in each of our planning sessions, the Strategic Plan is, and must continue to be, a living document that accurately reflects the current and future needs of aviation technical training and emphasizes cooperation between the senior aviation community managers. Technical training for Navy and Marine Corps aviation maintenance technicians in the year 2010 will be quite different from that of today in many respects. Aircraft systems will have reached a new level of technical maturity with the continuing advances in technology.We have agreed to remain abeam the changes affecting our mission and to ensure they are addressed in the Plan.

2.   For the aviation technical training community to remain effective, we (as the process stakeholders), must use the Plan as part and parcel of our daily decision making processes. I enjoin each of you to brief your staff on the program goals to ensure that they understand, share, and support our common vision.

                                        F. J. Smith

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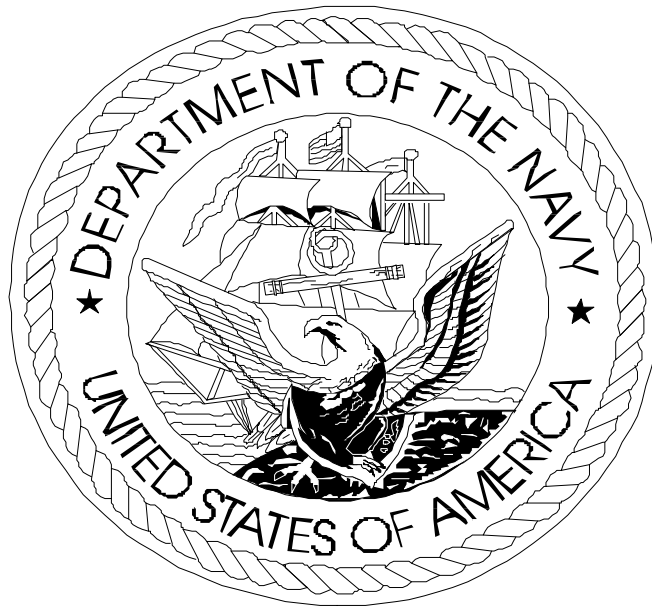BUPERS (N132D2)
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NAVAL AVIATION TECHNICAL TRAINING STRATEGIC PLAN

"VISION-2010"

D. V. McGinn
Rear Admiral, U. S. Navy
Director, Air Warfare

January 1998

PREFACE

This document establishes the baseline for a comprehensive maintenance training technology that fully supports the Naval Aviation strategic concept and vision of "Forward Air Power--from the Sea." The *Strategic Plan for Naval Aviation Technical Training "VISION-2010"* is a living document that will continually evolve to meet Fleet requirements as defined by the operating forces. The plan will change as a result of in-house reviews by designated boards and steering committees, such as the Training Continuum Quality Management Board (QMB), the Computer-based Training QMB, and/or the Naval Aviation Maintenance Training Executive Steering Committee (NATTESC). After review by the NATTESC, future revised plans will be forwarded to the Director, Air Warfare Division (N88) for review, approval and signature.

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AVIATION MANPOWER AND TRAINING BRANCH DIRECTOR'S MESSAGE

The ***Strategic Plan for Naval Aviation Technical Training "VISION-2010"*** charts a steady course for Naval Aviation Technical Training as we prepare to enter the 21st Century. The Plan has been expanded to encompass a long range vision for maintenance training by the staff and field activity leadership within the aviation technical training community. The plan aggressively supports the Navy's right-sizing initiative and takes advantage of the process to bring about positive change and improved training.

VISION-2010 is a "living document" which must retain flexibility to provide continuing guidance within our rapidly changing system; yet maintain consistency of purpose in the development of long term strategic guidance. The mission, vision, guiding principles and strategic goals reflect my personal commitment to a continuing improvement of the Naval Aviation Vision of "Forward Air Power--from the Sea". As stakeholders in the aviation community, our challenge is to do more than merely conceptualize, we must strive to optimize the successful integration of our strategic goals as part of our daily managerial process.

R. L. CHRISTENSON

Rear Admiral, U. S. Navy

Head, Aviation Manpower & Training (N889)

EXECUTIVE SUMMARY

VISION - 2010.   Technical training for Navy/Marine Corps Aviation Maintenance Technicians in the year 2010 will be quite different from that of today in many respects. The Navy's aviation inventory will have reached a new level of "technical maturity." Aircraft systems will have gone beyond the self-check capabilities to "plug and play" features which will virtually eliminate interface dilemmas, and system stability will be the norm. Formal classroom and In-Service Training (IST) programs will be very different, with a strong emphasis on "hands-on" training; an in-depth knowledge of systems and diagnostics training will be included throughout the curriculum. New instructional strategies that reflect both the complexity of modern weapon systems and the changing demographic profiles of recruits will be considered in courseware design and development. Courses will provide a "virtual reality" experience, and training courses will be "just the right length". Using the best media available for knowledge transfer and skills practice, an integrated media approach will maximize student learning and retention. Interoperability of software will offer the opportunity to extend part of the media database beyond the classroom to permit its use as a stand alone training aid, or as a troubleshooting tool. "Just-in-time" training for Sailors and Marines will be readily available at shore locations, pier-side, and at sea. The requirement to support "Forward Air Power-from the Sea" with qualified Organizational ("O") and Intermediate ("I") level maintainers will continue to be a high priority. Recent technology advances have focused leaders on the need to reengineer technical training. The "VISION-2010" strategic plan stresses the ongoing effort of the Naval Aviation technical training community to accomplish this by investing in technology and adopting the concept of "just-in-time" training throughout the training continuum. IST is being infused with computer-based training, and innovative approaches to training at sea are in development. The schoolhouses are minimizing "chalk and talk" instructional methodologies, and providing/using Electronic Classrooms/Learning Resource Centers at Navy and Marine Corps Air Stations. Automated courseware development software programs are reaching a high degree of sophistication. The Aviation Maintenance Training Continuum System (AMTCS) has been restructured, courses have been realigned, and video-teletraining is being evaluated for application in networked systems. With increased emphasis on the integration of manpower, personnel and training information systems, initiatives such as the Integrated Navy Training Requirements and Planning Database (INTRPD) concepts are becoming a reality. "VISION-2010" outlines the requirements and priorities for program execution and moves Naval Aviation Technical Training into the next century by focusing on three primary areas:

- the continuing support of a "career long training continuum" as a single integrated training system,
- the procurement of requisite training tools that are responsive to customer needs and managerial support requirements, and
- the supporting communications and information infrastructure.

"VISION-2010" has been developed under the guidance of 0MB Circular No. A-11, "Preparation and Submission of Strategic Plans."

III. Introduction.

The Chief of Naval Operations (CNO) directed the Chief of Naval Education and Training (CNET) and the Warfare Sponsors to convert to "just-in-time" training and implement the "core and strand" methodology for all enlisted ratings where appropriate. The Office of the Chief of Naval Operations (OPNAV N889) chartered the Aviation Maintenance Training Executive Steering Committee (ESC) to develop a strategic plan for Naval Aviation Technical Training that leads the way into the 21st Century. The ESC has adopted a plan for the future that has guided the redesign activities of the Aviation Technical Training Community and identifies the Mission, Vision, Guiding Principles and Strategic Goals for aviation technical training entering the 21st Century. Current goals are to:

- implement the new AMTCS by FY 01, so that all newly accessed aviation maintenance personnel receive "just-in-time" training.

- within the AMTCS, invest in technologically advanced training tools and support structures adequately funded via the CBT line item.

- ensure that all Naval Aviation Technical Training management and technical information systems are interoperable in a seamless information infrastructure.

Implementation of advanced educational technology in the aviation technical training continuum is an integral and vital element of Naval Aviation's approach to achieving the above goals. Initiatives such as "right sizing" and the CNO mandate to implement "just-in-time" training require a redesign of the aviation technical training process. The old system was expensive because it:

- overtrained individuals
- did not permit timely response to the changing requirements of the Fleet customer
- lacked standardization from schoolhouse to the Fleet.

Additionally, the educational background of personnel entering the Navy/Marine Corps today and the rapid advances in computer-based training technology necessitated a new approach to training. The process needed updating.

"VISION-2010" replaces the Naval Aviation Technical Training Plan published in February 1995. It outlines procedures to guide fundamental changes in the way business is conducted in the technical training community and articulates the role technology must play in achieving those changes. The plan defines the objectives and projected outcomes of the "technology infusion" initiative and identifies specific actions and strategies for reaching those goals.

IV. **Mission Statement.**

"IN A TIMELY MANNER, PROVIDE THE SAFEST, MOST EFFECTIVE AND AFFORDABLE NAVY/MARINE CORPS PERSONNEL TRAINED TO MEET FLEET REQUIREMENTS. ADDITIONALLY, ENHANCE NAVAL AVIATION COMBAT READINESS BY ENSURING EFFECTIVE, EFFICIENT INFUSION OF TRAINING TECHNOLOGIES FROM STATE-OF-THE-ART RESEARCH AND DEVELOPMENT (R&D) PROGRAMS TO EMERGING AND FIELDED MAINTENANCE TRAINING SYSTEMS THAT MEET PRESENT AND FUTURE NEEDS OF THE U.S. NAVAL FORCES ASHORE AND AFLOAT."

V. **Vision Statement.**

"TO PROVIDE PROPERLY TRAINED NAVY AND MARINE CORPS PERSONNEL AS REQUIRED BY THE TOTAL FORCE TO SUSTAIN OPERATIONAL READINESS."

VI. **Guiding Principles.**

In executing our mission we will be guided by the following principles:

- Train personnel in support of Fleet requirements.

- Accomplish our mission through teamwork, putting aside parochialism and old habits.

- Encourage and embrace innovative change including the use of technology to improve training effectiveness.

- Facilitate and encourage open and effective communications, and feedback in the training continuum.

We are committed to:

- Conscientious stewardship of publics funds.

- Safeguarding people, resources and the environment.

- Maintaining the highest ethical standards.

- Promoting dignity and fairness.

VII. Naval Aviation Technical Training Strategic Goals.

GENERAL GOAL (1):

Implement the new Aviation Maintenance Training Continuum System (AMTCS) by FY 01, so that all newly accessed aviation maintenance personnel receive "just-in-time" training.

General Objectives:

Provide an Integrated Training System to support operational readiness that satisfies the Aviation Maintenance Training Continuum System training requirements and optimizes training throughput.

Outcome Goals:

Provide for and ensure coordination between all activities providing Aviation Maintenance Technical Training.

Provide all personnel with a career path training plan.

Reduce training process initial investment and life-cycle costs by using concepts of "just-in-time" and "just enough" training.

Reduce training costs by reducing training pipeline inefficiencies.

BUPERS implement a plan that maximizes NEC reutilization.

Outcome Goals:

Reduce training costs.

Provide enroute training for career personnel on new platforms where reutilization is not feasible.

Develop training measures of effectiveness (by NEC/MOS) that measure a technician's proficiency as he/she progresses through the training continuum.

Outcome Goals:

Collect and analyze metrics throughout the continuum to measure an individual's performance.

GENERAL GOAL (2):

Within the AMTCS, invest in technologically advanced training tools and support structures adequately funded via the CBT line item.

General Objectives:

Develop integrated curricula for the AMTCS to meet the requirements of the reengineered training continuum, taking full advantage of current and future technologies.

Outcome Goals:

Result in a more efficient and effective delivery of training, learning and management of training resources.

Enhance the effectiveness and productivity of instructors.

Result in standardized training instruction/curricula.

Update or develop interoperable courseware supporting AMTCS for each curriculum phase and adequately fund in the CBT line item.

Outcome Goals:

Provide curricula for Electronic Classrooms (ECR), Learning Resource Centers (LRC), and Aviation Maintenance In-Service Training (AMIST) platforms (in Fleet operating units).

Provide deployable "on-demand" training courseware for AMIST.

Improve individualization of instruction and flexibility of training.

Improve training capabilities aboard ship and in the field.

Foster individual development.

Provide automated instructional support/delivery options.

Improve the effectiveness of instructors and instruction.

Ensure training devices, courseware and weapon system technical information reflect and are configured in accordance with the Fleet and Reserve Force operating system hardware/software installations/configurations.

Reduce reliance on hardware trainers.

GENERAL GOAL (2): (continued)

Within the AMTCS, invest in technologically advanced training tools and support structures adequately funded via the CBT line item.

General Objectives:

Continuously improve Fleet and Schoolhouse instructional systems.

Outcome Goals:

Upgrade ECRs, LRCs and other training technology enhancements.

Deliver improved courseware for AMIST.

Automate delivery of classroom instruction.

Provide LRCs to allow for individual access to training, professional enhancement and ancillary information materials.

Provide remediation and skills enhancement capabilities.

Upgrade facilities with appropriate lead time to meet installation of ECRs, LRCs and other training technology enhancements.

Outcome Goals:

Identify TYCOMs and CNET facility modification requirements to facilitate technology infusion.

Ensure ECRs and LRCs meet respective ready for training dates.

Ensure training facilities keep pace with technology.

GENERAL GOAL (3):

To ensure that all Naval Aviation Technical Training management and technical information systems are interoperable in a seamless information infrastructure.

General Objectives:

Develop all courseware and associated media databases to operate in a network environment.

Outcome Goals:

Integrate electronic media information for use in ECRs, LRCs and other training technology enhancements.

Facilitate instructor and student interaction.

Facilitate access in support of distance learning capabilities.

Actively interface with other maintenance support data bases and automated maintenance environments.

Develop all management information systems to accommodate higher level architecture (HLA).

Outcome Goals:

Increase accessibility to corporate information.

Promote partnerships within the technical training community.

Solicit Customer (Fleet/Schoolhouse) feedback through an automated system and incorporate results into future planning.

Outcome Goals:

Provide an automated feedback system which facilitates formal and informal assessment of reengineered training continua.

Provide for maintaining frequent and open communications between customers and upper echelon commands.